

# Fraternal Order of Eagles Grand Aerie Lobbying Research Committee



## Feasibility Study For the Hiring of a Lobbyist Representing the Fraternal Order of Eagles

Presented to  
Executive Department  
Grand Worthy President Bill Loffer

Jr. Past Grand Worthy President & Chairman, Board of  
Trustees Chris Lainas Jr.  
Grand Trustee Mike B. Lagervall, Sr.  
Grand Trustee Phillip D. Tice  
Grand Trustee Melvin Fry  
Grand Trustee Ron Stine

October 15, 2006

## **Mission of the Fraternal Order of Eagles**

The Fraternal Order of Eagles, an international, non-profit organization, unites fraternally in the spirit of liberty, truth, justice and equality, to make human life more desirable by lessening its ills, and by promoting peace, prosperity, gladness and hope.

## **Mission of the F.O.E. Lobby Research Committee**

Our mission is to gather any/all information needed to review the feasibility of hiring a lobbyist. The lobbying program could consist of promoting legislation to assist our communities, Aerie's, Auxiliary's and members.

## **Image and Reputation**

Our image used to be that the Fraternal Order of Eagles were leaders in social legislation such as the Social Security Act. We can again become the leaders to make human life more desirable and believe for others everywhere.

Over the years, the Eagles have fought and won many bitter battles for a Workman's Compensation Act, Mothers and Old Age pensions, Social Security laws and "Jobs After 40" and are still fighting to liberalize present social benefits

Many great social and political leaders have belonged to the Eagles. President Theodore Roosevelt was one of the many who joined and praised the order for its humanitarian accomplishments, as did a later Roosevelt - Franklin D. President Harry S. Truman often reiterated that the Eagles were his type of organization

## **Case for Support and Possible Legislation**

This legislation is not intended to be the actual legislative program but just some ideas that have not yet been completely researched.

It's very important that we monitor proposed legislation and new laws enacted! We're letting everyone else decide our destiny (See attachment A on sample of information passed to us on a law enacted that our organization needed to know).

Change the current IRS law. Currently bingo is considered related income. Change the word bingo to all games of chance. Now if you sell bell jar tickets at a public gathering, you have to pay unrelated income tax on the profits (Please see attachment B).

Legislation in support of fire fighters and law enforcement officers

Place Eagle grave marker at the tomb of the unknown soldiers in Arlington, at the FDR grave site in Hyde Park New York and at all past presidents grave sites.

Support Home on the Range

Support Boys Town

Place important Eagle milestones in the congressional record. As far as we know the last time this happened was back in the 80's by Danny Splain (Thanks for the information Bob Wahls).

Lobby the US Postal service to issue a postage stamp – The Founder of Mothers Day

Youth and Child Advocacy

Child Care Plus – Promote health care for every child. In New York Gov. Pataki started “Child Health Care Plus”. This program assures no child is without health care.

Amend the tax form to have a check off box that we made under \$25,000.00 for that year you don't have to fill out the details on the form. There is currently a check off box but you still have to fill out the complete form (Thanks Bob Wahls for your assistance in getting the details correct on this issue) (See Attachment C).

990 Tax Form – Change the law so Aerie's/Auxiliaries that make under \$50,000.00 don't have to make out the form.

Policy and Regulation changes to be included.

Pass a law that all government forms, publications, booklets etc. be written in at the 6<sup>th</sup> grade or lower level using the Fry Readability Scale. Many officials call this a “dummy down effect” but all communications should be completely understandable by the majority and not just the best educated. Literacy volunteers might be a great ally.

Be ready to assist any and all federal government roadblocks and red tape in making the Medical Research Facility a dream come true.

Maybe some law suits could be averted via legislation and law change(s)?

Remember, any legislation to make human life more desirable is one of our missions. Let's believe for others everywhere.

### **Leadership and Administration of Lobbyist**

If a lobbyist is hired, a detailed objective of that position should be developed and who the Lobbyist is supposed to report to. It should be one person. To set the program up have the BOGT get the program developed and then hand it off to the Government Relations Committee at the next Grand Aerie Convention.

John Potter has stated he'd like to appoint a Government Relations Committee for the year he is the Grand Worthy President.

### **Funding Cost for the Lobbyist**

The base cost will be about \$60,000.00 per year plus expenses (Please see proposal by Robert C. Gustafson). In New York when we started our lobbying program the State Aerie did not have the funds to pay for the start up costs. We asked for donations and received enough donations to fund the program for three years.

Committee member Kristy Spires – Grand Aerie Comptroller, stated that funding should not be a problem.

### **Marketing**

Summary of Recommendations of how our marketing firm could work with our lobbyist. For example, the lobbyist could assist in getting artifacts from the Woman's Right National Park in Seneca Falls New York, loaned to the Grand Auxiliary to put the artifacts on display at Grove City.

## **Our Decision**

### **Recommendation**

This committee recommends that a lobbyist or lobbyists be hired to work on legislation for the Fraternal Order of Eagles and our communities. Along with a lobbyist, a grass roots program should be implemented such as the Government Relations Committee program John Potter stated he would like to get started.

### **Meeting**

The Fraternal Order of Eagles, Board of Grand Trustees has invited me to attend their meeting on November 13, 2006 in New Orleans. A more detailed outline will be presented at that time.

Fraternally,

Bob Yager

## The Committee

Bob Wahls – Grand Aerie Secretary  
Fraternal Order of Eagles  
1623 Gateway Circle South  
Grove City, Ohio 43123  
614.883.2200  
Fax 614.883.2201  
[bwahls@foe.com](mailto:bwahls@foe.com)  
Carol

Gwen Stallkamp, Grand Madam Trustee  
Fraternal Order of Eagles  
22649 Bluegrass Road  
Albert Lee, Minnesota 56007  
507.373.5540  
C 507.473.0473  
[woodgwen@webtv.net](mailto:woodgwen@webtv.net)

Jim Roberts – Grand Aerie Vice President  
Fraternal Order of Eagles  
323 North Lincoln  
Olathe, Kansas 66061  
913.782.3403  
Fax 913.393.0517  
[Jrfoe700@sbcglobal.net](mailto:Jrfoe700@sbcglobal.net)  
Pat

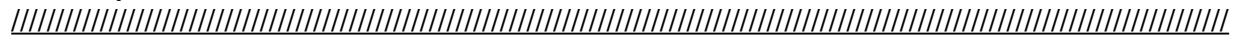
Kristy Spires – Grand Aerie Comptroller  
Fraternal Order of Eagles  
1623 Gateway Circle South  
Grove City, Ohio 43123  
614.883.2200  
Fax 614.883.2201  
[kspires@foe.com](mailto:kspires@foe.com)

Pat Durham – Grand Madam Vice President  
Fraternal Order of Eagles  
1922 Forest Hill Drive SE  
Olympia, Washington 98501-3739  
360.943.8469  
[jhdurham@comcast.net](mailto:jhdurham@comcast.net)  
Jerry

Ron Stine – Grand Aerie Trustee  
Fraternal Order of Eagles  
208 Cunningham Avenue  
Cadiz, Ohio 43907  
P&F 740.942.3755  
[sronfoe@foe.com](mailto:sronfoe@foe.com)  
Linda

Bob Yager  
Fraternal Order of Eagles  
P.O Box 7187, Capital Station  
Albany, New York 12224  
518.218.1015  
F 518.608.4582  
C 518.928.7201  
[robertyagergt@aol.com](mailto:robertyagergt@aol.com)

**A Lobbyist Candidate**



Robert C. Gustafson - President  
Gustafson Associates  
1175 Reston Avenue  
Herndon, VA 20170  
703-450-9066  
August 4, 2006

Bill Loffer  
Grand Worthy President  
Fraternal Order of Eagles  
Bellevue Nebraska #3912

Dear Mr. Loffer:

I am writing to follow-up on a conversation I had recently with Robert Yager regarding the Fraternal Order of Eagles' interest in expanding its education, advocacy, and lobbying capabilities in Washington, DC.

Based on my brief discussion with Bob, I would like to propose how I might assist the Eagles to fulfill their mission through a planned and coordinated program of outreach and advocacy with federal elected officials in Washington, DC. The thoughts and suggestions below are based on my somewhat limited knowledge of the Eagles. After you have had an opportunity to review this letter, I hope that we can talk in greater depth so I can better understand your interests and objectives.

It seems logical that the Eagles would move to re-establish a federal advocacy program as a means of advancing its mission. The federal government has the capacity to have widespread impact on the lives of Americans through changes in law and policy and funding for specific programs and projects. Advocacy at the national level is one of the most direct and efficient ways to generate wholesale social and economic changes (e.g., Social Security). In addition, the Eagles have a long and successful history of engaging in advocacy at the state and national level.

The Eagles have several substantial assets that would enable the organization to effectively impact federal policies of interest to the organization. These assets include:

- **Grassroots/grasstops** -- As a membership organization with more than 1 million individual members in as many as 1,500 locations across the United States, the Eagles have tremendous capacity to attract the attention of Members of Congress and Senators, based on local constituent (grassroots) interest. In addition, in many instances, Eagles are community leaders (grasstops) who may already be known to legislators.
- **Non-partisan** – With membership as diverse as John F. Kennedy and Ronald Reagan, the Eagles can substantiate the claim that they are truly non-partisan. This can be used to mobilize broader coalitions for key issues and will enable the Eagles to have a deep impact on policy issues.
- **Solid reputation and widely accepted mission** – To the extent that the Eagles are known to lawmakers, their reputation seems sterling. In addition, the mission statement, including “lessening [life’s] ills, and promoting peace, prosperity, gladness, and hope” will be widely accepted by legislators and is general enough to enable activity in a variety of areas.

At the same time, the Eagles may face some challenges in establishing themselves as an active and influential force for positive change in Washington, DC. These challenges may include:

- **Depth of awareness** – Because the Eagles have not been active in Washington, DC in a consistent way in recent years, establishing the organization’s reputation and agenda here will require concerted work.
- **Mobilizing membership** – The ability of the Eagles to mobilize its membership will impact its effectiveness. The greater its ability to generate active involvement of its 1 million-plus members the more quickly results will be achieved.
- **Avoiding partisanship** -- Washington, DC is a highly charged political environment. In rolling-out an advocacy program, the Eagles will have to be very careful not to inadvertently appear partisan or wade into partisan issues. Simple things, such as the use of the words “human life” in the mission statement, can raise partisan hackles. The issues that the Eagles choose to focus attention on will have to be carefully assessed. The goal will be to avoid partisan entrapment, while still being 100% true to the Eagles’ mission and legacy.

I suggest that we first conduct some background research and develop a written plan to guide the development, introduction, execution, and institutionalization of the Eagles’ federal advocacy program. The plan would contain the following elements:

- A description of the reasons that the Eagles want to implement a federal advocacy program, **program goals, and indicators of success.**
- **Identify the things that make the Eagles unique** – their ethos, personality, history, and mission – and ensure that these are fully incorporated into all elements of the advocacy plan. A underlying goal of the advocacy program would be to teach key decisionmakers in Washington, DC about the values shared by all members of the Fraternal Order of Eagles and to project these values in all of the program’s activities.
- A **catalogue of the major issues** of concern to the Eagles, an assessment of the feasibility and desirability of including various issues as part of the advocacy program, and **a recommendation of which issue(s) to focus on initially.**
- **Develop an “ask.”** What specifically can legislators do to advance the Eagles’ chosen issue (e.g., cosponsor a bill, offer an amendment, sign a letter of support for an appropriation, call the President, etc.). This is critical, because once legislators are convinced they will ask, “what do you want me todo?” To this end, we may have to mobilize a legislator to introduce legislation to take the lead in some other way.
- Seek to develop a means of determining which aeries and individual Eagles have **pre-existing relationships with the elected officials.**
- **A list of the legislators and Administration officials who will be the primary targets of the advocacy program** – With 535 Members of the House and Senate, it will not be possible or feasible to initially try to impact them all. The list would include legislators who are critical to the issue(s) identified above (i.e., House and Senate leadership, serve on committees of jurisdiction) as well as legislators who represent states or districts with particularly active aeries. Appropriate Administration officials would also be included.
- **Develop a tactical plan and timeline** – Based on the research above, I would develop a tactical plan that would outline how the Eagles could roll-out their national advocacy program. The play may include elements such as: mechanisms for mobilizing members and projecting their interests to their elected officials, face-to-face meetings with legislators, member lobbying day, call-ins, letter writing campaigns, inviting legislators to speak at aeries, members going to legislator’s town hall meetings, the possibility of an Eagles national convention in Washington, DC (which would include a lobbying day on Capitol Hill, presentations by legislators, and a Capitol Hill reception), coordination with public relations and media outreach efforts, etc.

I commonly work for clients on a monthly retainer that ranges between \$3,500 and \$10,000 a month, depending on the intensity of the project. At this point, it is unclear to me

what the exact needs of the Fraternal Order of Eagles will be until the research described above can be conducted and a tactical plan developed. I propose that the Eagles hire me initially for two months to conduct this research and develop a written plan at the rate of \$3,500 per month (\$7,000 total). This would include all routine expenses (phone, postage, fax, etc.). Any required out of town travel would be billed to you in addition to the regular monthly fee, but would be incurred only with your direct knowledge and approval. After the plan is in place, I suggest that we have further discussions regarding next steps, including the possibility of me being hired to implement the plan, and costs.

During the proposed research and plan-drafting phase as well as any subsequent work on behalf of the Eagles, I would adhere to the highest ethical standards and comply with the letter and spirit of all laws and rules regarding lobbying and advocacy. If appropriate, I would register as a lobbyist for the Eagles, which is a simple one-page clerical filing with the Clerk of the House and Secretary of the Senate.

I have attached a copy of my bio, but I will summarize my background and lobbying capabilities. I served for eight years on the staff of Congressman John Edward Porter (R-IL), including as his Chief of Staff and Associate Staff to the House Appropriations Committee. Rep. Porter (now retired) was a senior Member of the House Appropriations Committee, where he chaired the Subcommittee on Labor, Health and Human Services, and Education. After leaving Rep. Porter's office, I was Director of Government Relations for a major international public relations firm and Director of Government Relations for a large Washington, DC-based law firm.

In 2000, I left the large law firm to start Gustafson Associates, so I could focus mostly on providing lobbying and government relations assistance to a variety of non-profit organizations, coalitions, and institutions dedicated to humanitarian and philanthropic work. Today, I work almost exclusively with non-profits and charitable organizations to impact national legislation, policy, and funding. I am originally from Suburban Chicago, graduated from Harvard College with a degree in Government, with honors, and now live in Virginia with my wife and two young sons.

Thank you for the opportunity to share with you my thoughts on your plan to initiate a federal advocacy program. I would be very please to assist you as you move forward. Once you have had a chance to review this letter, I hope that you will feel free to call me so we can discuss your plans in greater detail.

Sincerely,  
Robert C. Gustafson



LAW OFFICES  
WEBSTER, CHAMBERLAIN & BEAN  
1747 PENNSYLVANIA AVENUE, N.W.  
WASHINGTON, D.C. 20006

ARTHUR L. HEROLD  
ALAN P. DYE  
EDWARD D. COLEMAN  
FRANK M. NORTHAM  
JOHN W. HAZARD, JR.  
HUGH K. WEBSTER  
DAVID P. GOCH  
CHARLES M. WATKINS  
HEIDI K. ABEGG  
DAVID M. ABRAHAMS  
JOHN R. STROUT\*  
JAMES S. WILSON, JR.

(202) 785-9500  
FAX: (202) 835-0243

GEORGE D. WEBSTER (1921 - 1996)  
CHARLES E. CHAMBERLAIN (1917 - 2002)

OF COUNSEL  
J. COLEMAN BEAN  
KENT MASTERSON BROWN\*  
DAVID M. REPASS

\* NOT ADMITTED TO D.C. BAR

September 9, 2006

Bill Loffer  
Grand Worthy President  
Fraternal Order of Eagles  
Bellevue Nebraska #3912

Dear Grand Worthy President Loffer:

I understand that the Grand Aerie of the Fraternal Order of Eagles ("FOE") is interested in "renewing" its position of influence in Washington, D.C., and is interested in learning about how a D.C. based firm can assist the FOE in its government relations efforts.

Having worked with many non-profit organizations, I can only state that it would be a pleasure and honor to work with the FOE; an organization with a rich history, spanning 108 years, from its meager beginnings in Seattle, Washington, to a recognized place of distinction and accomplishment as a fraternal organization comprised of proud, caring, people helping people, who understand that the needs of the many will always outweigh the needs of the few.

First, by way of a general introduction, Webster, Chamberlain & Bean is uniquely qualified to assist FOE with its government relations needs. Webster, Chamberlain & Bean (WC&B) was founded in 1970. The firm, the nation's oldest serving the nonprofit community exclusively, has established the reputation of being the leading law firm in the United States specializing in the representation of trade associations, professional organizations, fraternal organizations, foundations, charities, and other tax-exempt entities. WC&B provides its clients with tax, antitrust, labor (employment law), trademark, copyright, charitable solicitation (state regulation), litigation, standards and certification, contracts and other transactional work, corporate, regulatory, legislative, management services, business advice and general legal advice. In fact, WC&B has worked with the Eagles for 2 ½ years, providing state charitable registration work and other general legal advice.

Since it is my understanding that the Eagles are yet to define a specific legislative mission or goal, I will provide an outline of the types of legislative assistance we provide other clients. Webster, Chamberlain & Bean tailors its services to the client's needs, both in terms of the level of representation desired and the organization's budget. At the lowest level, our

government relations services could consist of merely monitoring the activity of Congress and government agencies and reporting periodically to you regarding those issues of interest to the organization. Fulfillment of these services would be accomplished through the daily monitoring of relevant legislative publications (including the Congressional Record and other news services) and regulatory publications (including the Federal Register and numerous government agency publications) and minimal contact with government representatives. We would also be available to attend relevant Congressional hearings and agency meetings.

A higher level of services consists of a more detailed “proactive” effort that is usually associated with defined legislative initiatives. Such activity would include the monitoring mentioned previously, as well as lobbying on the selected issue(s); making contacts with key members of Congress, their staff, as well as policymakers and staff at various government agencies. These services would also include attending meetings held by other related organizations and coalitions involved in related issues and reporting to you. In a case where no coalition exists on a certain issue, we will attempt to create a coalition, actively solicit membership and, gain consensus on key issues. Webster, Chamberlain & Bean would also assist in developing a grassroots network of its members to make appropriate legislative contacts. FOE, as well as its Aeries in the US and Canada, constitute a formidable force that, but sheer volume and numbers (1,000,000+ members), can exert its will on “The Hill”. We could also assist in organizing and orchestrating “Capitol Hill days”, where FOE members descend on Washington, D.C., to visit with their elected leaders. From experience, there is no greater way to invigorate an organization’s membership than to bring them to their Nation’s Capital and have them walk the halls of Congress (such a meeting could be in conjunction with a FOE Annual meeting or smaller groups from select states or the leadership). Finally, Webster, Chamberlain & Bean will be responsible for increasing the awareness of key government officials to the FOE and securing witness spots at relevant hearings and assisting in the preparation and dissemination of position papers and testimony for Congressional and agency hearings.

Concerning this “higher” level, which I am assuming is the type of service that the FOE would be interested in, I would like to explain how the first 6-months would occur. First, I would like to meet with the leadership to get a sense of the issues of the FOE. As a personal aside, I pride myself on communication with the leadership of clients. Without their input and my understanding of their desires and needs, legislative victories are inconsequential. I will provide the leadership and staff liaisons constant, complete, easy to understand updates and be available for any inquiries. However, beyond the leadership, I think it is crucially important to take time to meet with the rank and file membership. I would be remiss if I did not disclose that early in my career I believed that the leadership was not only the best barometer, but the ONLY barometer of the organization’s needs. To my dismay, after attending an annual convention of the organization and talking to the rank and file member, I learned that the leadership itself did not fully understand what the membership wanted. Thus, in order to do my job effectively, as well as help the Board/leadership look good and avoid any similar embarrassing incidents, I feel it is my duty to reach out to the members themselves.

Returning to a rough outline of the services we would initially provide, I would be happy to do the initial planning session with the leadership for free. This will be in order for the all of us to become acquainted with each other as well as to help identify the FOE’s issues. As a lawyer (more on the benefits of this below), I often assist clients as a “facilitator” to try and reach the core of who they are and what they desire. While the Will Rogers saying is true, that making legislation is like sausage, you don’t want to see it being made, in working with the FOE leadership to identify its goals, we need to know what sausage we want, what sausage we are willing to accept and what we will NOT take. (In other words, being realistic, when I work with

clients, I help them identify their “wish list” of goals but then encourage them to focus on what would be second, third, fourth best alternatives since you often have to make some sacrifices to get something and it helps to identify early on what your bottom line is.)

If the FOE wishes to begin its efforts with the 110<sup>th</sup> Congress (which will be seated in January), then we should have our initial issues identified by late November. Although Congress will have adjourned and the elected members are back in the home district, these “breaks” are ideal times to visit with key staffers to plant seeds for the upcoming legislative session. At the same time (November-January), as I have suggested above, we will work on developing our greatest strength: building our grassroots. Rest assured, that this effort, in itself, may take some time to get fully functional, however, once up and running, it will be a powerful force. Using a military analogy, while the FOE leadership is akin to the “generals” in the FOE army, there are many capable “NCO’s” (the local Aerie leadership) and foot soldiers (rank and file members) available to assist in the effort once armed with the right tools and information. This is also a key component of any legislative effort, “the developmental phase”. FOE lobbyists, members, supporters, need to be armed with good information and educational tools. It is often not enough to just call your Representative and say, “please support HR 1234.” A staffer may ask, “why?”. We will assist the FOE in developing blast e-mails that members can send to the Hill (e-mails that contain the explanation “why”), template letters (again explaining “why”), and “talking points” for phone conversations, all for FOE members to use in their efforts.

Please note Webster, Chamberlain & Bean is a law firm and not a lobbying firm or a public relations firm. Thus, as noted above in our already providing legal services, Webster, Chamberlain & Bean, does provide an advantage over the “traditional” lobbying firms. As attorneys who lobby, Webster, Chamberlain & Bean not only provides clients with strategic advice on legislative initiatives and access, the firm provides legal interpretations and legal research which can be helpful in formulating arguments and testimony as well as position papers.

Regarding Webster, Chamberlain & Bean’s contacts, through its representation of numerous trade associations, professional societies, charities, for-profit businesses, and social welfare organizations in the legislative and regulatory arenas, Webster, Chamberlain & Bean has established contacts within virtually every agency as well as on every Congressional committee. In addition to forging these relationships over time, Webster, Chamberlain & Bean’s members individually support members of Congress in their re-election efforts; Webster, Chamberlain & Bean has remained a bipartisan firm with contacts on both sides of the aisle. Furthermore, in addition to members of Congress and agency policymakers, we have established all important contacts with key staff working on Capitol Hill. Unfortunately, these relationships are constantly having to be renewed as the life of a “staffer” (and by the looks of the mid-term elections this year possibly the incumbents as well) on Capitol Hill has decreased substantially over the last years. Suffice it to say that this never ending cycle is constantly pursued by us on our clients’ behalf.

WC&B has been involved in government relations work for 36 years. One of the founding partners, Charles Chamberlain, was an 8-term Representative to Congress from Michigan who was a member of the House Ways and Means Committee. Other WC&B attorneys have worked on the Senate Finance Committee and with various government agencies (the IRS, the State Department, the Federal Trade Commission); which is helpful in case of any regulatory activity (it is often overlooked that legislation passed by Congress and signed by the President is followed by rule make at the agency level. “Rule making” that is just as important as the actual legislation in interpreting intent and implementation of the law). I have been involved in government relations work for over 15 years. I have worked for both members of the US

Senate and House of Representatives (I worked for Sen. Packwood in the early 1990's, a member of Senate Finance and Rep. Jimmy Duncan; I continue to do personal work for Mr. Duncan as his attorney). I have worked for numerous non-profit clients on a broad spectrum of issues, from bankruptcy and commercial law issues to transportation issues, from healthcare to immigration, from tax issues to intellectual property issues, and the recently enacted Pension Reform legislation. But, again, I need to stress that the effort, and results, of a good lobbyist are less who they have known, but what they are willing to do, their willingness to listen to a client to identify attainable objectives, to inspire the membership to work towards these goals, and to forge the relationships on, and off, the Hill to achieve them.

Addressing the specific roles and responsibilities of individuals within the firm, I would serve as the primary contact, as well as the individual doing a significant amount of the work. However, many other attorneys at the firm have "Hill experience" (just to show the "coincidences" on the Hill, one of our associates is married to a key staffer of Senate Majority Whip Mitch McConnell). Thus, I would call upon individuals as their expertise suits the situation.

Due to our firm's unparalleled experience in work with nonprofits, we have developed a very flexible approach to billing to accommodate our client's desires as well as budgetary restrictions. To give you further insight, our firm represents small state societies/start-up organizations to large multinational nonprofits; clients range in size from very small (under \$50,000 annual budget) to very large (over \$100,000,000 budget). Working with the client, we bill clients for our work in any of several different ways: hourly billing, retainer or per-project; monthly or quarterly. Our current per-hour fees range from \$165 for associates to \$310 for senior partners. My current billing rate for nonprofit organizations is \$265 per hour. However, I do want to further elaborate on our "billing practice". If a client elects an hourly arrangement, it should be noted that an individual's hourly rate often is a deceptive component of the final bill and should not a determination of who to retain. Specifically, the larger factor in any final bill is not the hourly rate but the multiplier; the number of hours it takes someone to accomplish the task. WC&B has the knowledge, history and experience to complete most tasks in significantly less time than others. The firm prides itself on being cost efficient. If FOE would desire a retainer, we could discuss a monthly amount after the initial meeting and the level of work anticipated.

We are extremely interested in providing these services to the Grand Aerie of the Fraternal Order of Eagles, and we believe we could serve you well.

Should you have any additional questions regarding this proposal, please feel free to contact me. We look forward to hearing from you.

Sincerely,

David P. Goch